



Strategic Plan

2022 – 2024

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Executive Summary

In April 2021, Bentley Village Foundation (BVF) engaged Soukup Strategic Solutions to assist the Board of Trustees in developing a three-year strategic plan. The first stage of the strategic planning process was to engage the Strategic Planning Committee and the Board of Trustees in a Strength, Weaknesses, Opportunities and Threats (SWOT) analysis, as a pre-cursor to the development of specific goals, measurable objectives, and strategies.

In conducting the SWOT analysis, Soukup Strategic Solutions, with oversight from the BVF Strategic Planning Committee, performed a document and website review, donor data analysis, and conducted Board surveys and interviews with stakeholders, including Board members, key volunteers, and Vi staff. This was followed by a mini-retreat with the Board and other key stakeholders on May 19, 2021.

The SWOT Analysis revealed five major themes:

- **Board Leadership**
- **Community Generosity**
- **Community Communication**
- **Operational Stability**
- **Budget Sustainability**

These five major themes were revealed through the stakeholder interviews, Board surveys, and the document review. They were reinforced by comments, suggestions, and recommendations by the participants during the group exercises at the mini-retreat. The themes and data supporting them were organized into a report for the Strategic Planning Committee. The report included a discussion of each theme, recommendations, and proposed goals that emerged from the themes.

The strategic goals are as follows:

- **Reach for excellence in governance through continuous Board development.**
- **Increase the fundraising income of the Foundation year over year.**
- **Connect the Bentley Village residents with opportunities to engage in philanthropy to serve community needs both on and off campus.**
- **Promote the financial stability of the organization through budgeting and financial stewardship.**
- **Ensure stability of operations as the Foundation grows and matures.**

Executive Summary (continued...)

The Strategic Planning Committee met on July 7, 2021 to further review the SWOT Analysis and discuss how the strategic goals would be accomplished and progress monitored. It was determined that a committee structure would be implemented to accomplish the strategic goals and would report back to the Board at regular intervals. The committees are as follows: Executive/Governance, Development, Finance, Public Relations, Scholarship and Special Programs. In addition, an Operations Committee will be formed and will include the chairs from each of the above committee. The Operations Committee will be responsible for the day-to-day operations of the BVF.

The Strategic Planning Committee asked the committee chairs to review the goals and objectives from the strategic planning process with members of their committees and to develop committee descriptions and goals for the three-year plan. The final step in the strategic planning process was for Soukup to present the plan to the Board of Trustees at a meeting on December 2, 2021. The Board reviewed the Strategic Plan including the committee functions and goals and directed the Strategic Planning Committee to present a final version of the organizational structure and committee functions and goals to the BVF Board at the April meeting for further discussion and approval.

Executive/Governance Committee

Statement of Purpose

The Executive/Governance Committee shall assist the Board of Trustees in fulfilling its oversight responsibilities related to governance responsibilities and the implementation of the Board's strategic plan.

Authority

1. The Committee is an advisory committee established under Article IV of the Bylaws.
2. As an advisory committee, the Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

The officers of the Foundation will constitute the Executive/Governance Committee. The President will Chair the Committee. The Board may fill vacancies on the Committee.

Operations

1. The Committee will meet with such frequency as it may determine. The Foundation President will preside over committee meetings.
2. The Committee will report its activities to the Board on a regular basis and will keep minutes of its meetings.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review this job functions periodically and recommend any proposed changes to the Board for review.

Executive/Governance Committee (continued...)

Functions

1. Review the Board's composition and identify, recruit, and recommend candidates for Board membership, in line with the diversity and other goals set out in the Board policy.
2. Implement the Organizational Structure of the BVF.
 - a. Board
 - b. Executive Committee
 - c. Operations Committee
 - d. Standing Committees
3. Appoint an Operations Committee made up of the Chairs of each standing committee to coordinate day to day operations of the BVF. The Operations Committee will meet monthly or as needed. The BVF President will chair the meetings of the Operations Committee.
4. Recommend to the Board nominees for appointment to each Board standing committee and for the chair of each committee.
5. Oversee orientation, education and self-assessment programs for Board members and Committee chairs.
6. The Chair of the Executive/Governance Committee to appoint a Nominating Committee each year to fulfill the requirements of the BVF Byelaws
7. Oversee the implementation of the 3-year strategic plan.
8. Prepare the agenda for all Board meetings.
9. Monitor the Foundation annual budget and recommend to the Board spending requests.
10. Review the structure, job functions, processes, and practices of the Board and Board committees.
11. Review BVF Byelaws and other governance documents for compliance.

Operations Committee

Statement of Purpose

The Operations Committee is responsible for coordinating the day-to-day operations of the BVF. The Operations Committee shall assist the Board in the coordination and oversight of all programs, publications, fundraising activities, and the implementation of the Board strategic plan

Authority

The Committee is an advisory committee established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. The Chairs of each Standing Committee and the officers of the Executive Committee will constitute the Operations Committee.
2. The President will Chair the Operations Committee. Committee Chairs will be members of the Foundation Board.

Operations

1. The Committee will meet with such frequency as it may determine. The Foundation President will preside over committee meetings.
2. The Committee has authority to implement decisions on matters approved by the Board including budget expenditures and program implementation.
3. The Committee will report its activities to the Executive Committee on a regular basis.
4. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
5. The Committee will review this job description periodically and recommend any proposed changes to the Board for review.

Operations Committee (continued...)

Functions

1. Coordinate the day-to-day operations for the BVF. The Committee will meet regularly to share committee objectives and goals.
2. Implement decisions on matters approved by the Board including budget expenditures and program implementation.
3. Facilitate a master calendar for all the activities of the BVF including programs, publications, and fundraising activities.
4. Assist the Board in the implementation of the BVF strategic plan including the review of the implementation of specific goals for each Standing Committee.
5. Make recommendations to the Executive Committee for presentation to the Board regarding the day-to-day operations of the BVF including programs, publications, and fundraising activities.
6. Resolve issues of scheduling and program priorities to facilitate furthering the mission of the BVF.
7. Assist in the promotion of the BVF's programs and activities throughout the Bentley Village community.
8. Assist in recruitment of volunteer/member participation in BVF committees, programs and activities.
9. Monitor budget income and expenses as it relates to furthering the mission of the Foundation.
10. Each Committee Chair will prepare periodic reports for presentation to the Board summarizing the work of each Standing Committee.

Development Committee

Statement of Purpose

The Development Committee is responsible for overseeing and the implementation of the Foundation's overall fundraising strategy including the annual Membership Drive, the Dollars for Scholars and Spring fundraising events. The Development Committee shall assist the Board in fulfilling its oversight responsibilities related to the Development Committee responsibilities and the Board strategic plan.

Authority

The Committee is established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. Trustees and non-trustees may be members of the Committee.
2. The Chair will be designated by the Board to serve a one year term renewable on an annual basis. Committee Chairs shall be members of the Foundation Board and the Operations Committee.

Operations

1. The Committee will meet with such frequency as it may determine. The Chair of the Committee will preside over Committee meetings.
2. The Committee will report its activities to the Board on a regular basis. The Foundation Board President/Vice President may attend all Committee meetings at their discretion.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Development Committee (continued...)

Functions

1. Coordinate execution of fundraising plans, including performance against plans, cost effectiveness, and compliance with legal and ethical standards.
2. Develop and implement an annual Fundraising Solicitation Calendar in consultation with the Foundation Board and Standing Committees.
3. Implement the Annual Membership Drive.
4. Recruit a committee and chair to implement the annual Dollars for Scholars Fundraiser.
5. Recruit a committee and chair to implement the annual Spring Event Fundraiser.
6. Collaborate with the Finance Committee to conduct an annual review of the BVF's compliance with IRS 501 (c)(3) public charity on the use of donated funds for charitable purposes.
7. Update/Maintain donor records/profile including addresses, biographical information and contributions into Donor Perfect.
8. Coordinate with the DonorPerfect Administrator procedures for responding appropriately to each donation/gift received.
9. Facilitate active member participation in the BVF through attendance at events, personal giving and volunteer activities.
10. Review annually the Gift Acceptance Policy to insure IRS 501(c)(3) compliance on the use of donated funds for charitable purposes in consultation with the Finance Committee, our accounting/auditing firm, and the Board.
11. Establish a committee to coordinate the vetting of grant proposals for Bentley organizations/programs and for SW Florida charities that enhance the Foundations overall mission.
12. Support collaborative programs with charitable organizations in SW Florida that encourages BV volunteer's involvement.
13. Explore obtaining grants from external entities and managing any required reporting.

Development Committee Goals

2022

1. Recruit Committee members to serve on the Development Committee including individuals who could be potential chairs and Board members.
2. Increase overall Fundraising donations by 5% annually.
3. Develop and implement an annual Fundraising Solicitation Calendar for 2022.
4. Develop a new resident BVF packet in consultation with the Public Relations Committee for distribution to new BV residents.
5. Coordinate contact with new Bentley residents in consultation with the New Resident Coordinator.
6. Conduct two focus groups in collaboration with the Public Relations Committee to help communicate the mission of the BVF to BV residents and to gather feedback regarding the effectiveness of the Foundation.
7. Coordinate responsibilities within DonorPerfect system in collaboration with the DonorPerfect Administrator and the Finance Committee.
8. Clarify the current financial structure of our investments with CFCC in collaboration with the Finance Committee especially as it relates to endowments.
9. Review the Gift Acceptance and investment Policy to insure IRS 501(c)(3) compliance on the use of donated funds for charitable purposes in consultation with the Finance Committee, our accounting/auditing firm, and the Board.
10. Identify and vet charitable organizations in SW Florida that the BVF can provide financial support/grants for programs that enhance our mission.
11. Support collaborative programs with charitable organizations in SW Florida that encourages BV volunteer's involvement.
12. Explore obtaining grants from external entities and manage any required reporting.

Development Committee Goals (continued...)

2023

1. Recruit additional members to serve on the Development Committee including individuals who could be potential chairs and Board members
2. Increase overall Fundraising donations by 5% annually.
3. Explore a part-time contract position to assist with fundraising services including data base management, gift processing, and acknowledgement of gifts.

Finance Committee

Statement of Purpose

The Finance Committee is a standing committee of the Board of Trustees (Board) established to monitor and report on all internal and external matters applicable to the safe and sound management of the foundation's financial condition and recommend policies and practices relevant to such, oversee internal financial controls and compliance with established policies, practices and GAAP standards, where applicable.

Authority

The Committee is a standing committee established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. The Chair of the Finance Committee shall be the Treasurer unless otherwise specified by the Board.
2. Trustees and non-trustees may be members of the Committee.
3. The Foundation President and Vice President shall be ex-officio members of the committee.
4. The Chair will serve a one-year term renewable on an annual basis. The Chair shall be a member of the Foundation Board and the Operating Committee.
5. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Operations

1. The Committee will meet with such frequency as it may determine. The Chair of the Committee will preside over Committee meetings.
2. The Committee will report its activities to the Board on a regular basis.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Finance Committee (continued...)

Functions

1. Under the direction of the Treasurer the Finance Committee is to implement the financial structure and operations as approved by the Board and within the goals of the Strategic Plan.
2. Upon consultation with the Foundation's standing committees, prepare the annual budget for the BVF for Board approval no later than December of each fiscal year.
3. Initiate an annual review of the BVF's compliance with IRS 501 (c)(3) regulations in consultation with the Development Committee and the Foundation's auditing firm for the filing of annual IRS required reports.
4. Oversee annual audits for the Foundation as required by the Board.
5. Oversee volunteer/member participation in the administration of the work of the Finance Committee.
6. Oversee the recording of the Foundation's income and expenditures into its chosen accounting software and reconciliation of bank deposits.
7. Establish the procedure controlling all requests for payments and issuance of appropriate checks to vendors and for approved expense reimbursements by individuals.
8. Periodically review operating cash flows, liquidity position, and performance against budget and projections.
9. Coordinate Board reviews for long-term financial sustainability.
10. Review developments in relevant state and federal funding programs and requirements to ensure compliance in consultation with the Development Committee and the Foundation's auditing firm.
11. Review and make recommendations to the Board regarding the establishment and termination of banking and similar relationships.
12. Participate in the review of the Foundation's investments of funds, including investment objectives, strategy, reporting, and performance, and monitor execution against the Foundation's investment policy.
13. Collaborate with the Development Committee in an annual review of the Foundation's Gift Acceptance and Investment Policy to insure IRS 501 (c)(3) compliance on the use of donated funds for charitable purposes.

Finance Committee Goals

2022

1. Recruit Committee members to serve on the Finance Committee including individuals who could be potential chairs and Board members.
2. Recruit an individual with an appropriate background to serve as the Treasurer and Assistant Treasurer for the BVF.
3. Implement the online QuickBooks version for bookkeeping and accounting services.
4. Coordinate the transfer of DonorPerfect data to QuickBooks in consultation with the DonorPerfect Administrator and the Development Committee.
5. Recommend to the Board a part time bookkeeper to reduce the accounting work load of current volunteers.
6. Review the Foundation's Gift Acceptance and Investment Policy to insure IRS 501 (c)(3) compliance on the use of donated funds for charitable purposes in consultation with the Development Committee, CLA, and the Board.
7. Submit to the Board an organizational plan for an Investment Committee.
8. Support the Investment Committee in the establishment of an Endowment Fund in consultation with the Development Committee, CLA, and the Board.

2023

1. Recruit Committee members to serve on the Finance Committee including individuals who could be potential chairs and Board members.
2. Explore establishing a Donor Advised Fund in consultation with the Development Committee, CLA, the Community Foundation of Collier County (CFCC) and the Board.

Public Relations Committee

Statement of Purpose

The Public Relations Committee shall assist the Board of Trustees in creating awareness in the Bentley community of the Foundation's service projects and fundraising activities; and in doing so, promote the mission, values and work of the Foundation and the implementation of the Board strategic plan.

Authority

The Committee is established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. Trustees and non-trustees may be members of the Committee.
2. The Chair will be designated by the Board to serve a one year term renewable on an annual basis. Committee Chairs shall be members of the Foundation Board and the Operations Committee.

Operations

1. The Committee will meet with such frequency as it may determine. The Chair of the Committee will preside over Committee meetings.
2. The Committee will report its activities to the Board on a regular basis. The Foundation President and Vice President may attend all Committee meetings at their discretion.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Public Relations Committee (continued...)

Functions

1. Establish and make recommendations to the Board regarding the BVF annual public relations plan.
2. Develop an annual PR project and production calendar.
3. Support fundraising and PR efforts in the production of promotional material including annual fundraising event materials for Dollars for Scholars, Membership Drive and Special Fundraising Events.
4. Produce news releases as warranted for distribution to the Bentley Community.
5. Submit *Sequent* articles as needed.
6. Gather feedback and input from the Bentley community to share with the Foundation Board to assist in enhancing the Foundation's effectiveness.
7. Collaborate with the Operations Committee and Development Committee in determining the interests of the Bentley community in supporting greater SW Florida nonprofit agencies.
8. Promote and increase awareness of resident volunteer opportunities within the Bentley community and offered by SW Florida nonprofit partner organization supported by the BVF.
9. Explore and evaluate the practicality of internship programs that would provide specific expertise in marketing and public relations for nonprofits.

Public Relations Committee Goals

2022

- 1.** Recruit Committee members to serve on the Public Relations Committee including individuals who could be potential chairs and Board Members.
- 2.** Implement an annual public relations plan including a PR project and production calendar.
- 3.** Produce a new resident BVF packet in consultation with the Development Committee for distribution to new BV residents.
- 4.** Conduct focus groups in collaboration with the Development Committee to help communicate the mission of the BVF to BV residents and to gather feedback regarding the effectiveness of the Foundation.
- 5.** Produce news releases as warranted for distribution to BV residents.
- 6.** Publicize volunteer opportunities for BV residents in the Bentley community and in partnership with SW Florida nonprofit organization the BVF supports in collaboration with the Special Program Committee.

2023

- 1.** Recruit Committee members to serve on the Public Relations Committee including individuals who could be potential chairs and Board Members.
- 2.** Explore and evaluate the practicality of a college internship program that would provide specific marketing and public relations experience in nonprofits.
- 3.** Implement an annual public relations plan including a PR project and production calendar.
- 4.** Produce new releases as warranted for distribution to BV residents.

Scholarship Committee

Statement of Purpose

The Scholarship Committee is responsible for administering the Bentley Wings Competitive Scholarship Program. The Committee works with our partners: the Community Foundation of Collier County (CFCC) and the Vi at Bentley Village Human Resources Department (BV HR) to ensure the program's success.

Authority

The Committee is established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. Trustees and non-trustees may be members of the Committee.
2. The Chair will be designated by the Board to serve a one year term renewable on an annual basis. Committee Chairs shall be members of the Foundation Board and the Operations Committee.

Operations

1. The Committee will meet with such frequency as it may determine. The Chair of the Committee will preside over Committee meetings.
2. The Committee will report its activities to the Board on a regular basis. The Foundation President and Vice President may attend all Committee meetings at their discretion.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Scholarship Committee (continued...)

Functions

1. Access scholar applications through the CFCC portal, score the applications and agree to scoring/ranking between Scholarship Committee members.
2. Meet with CFCC representatives to review Bentley Scholarship Committee and CFCC scoring. Awardees are selected based upon the combined ranking of CFCC and Bentley Scholarship Committee scores. Per IRS rules, CFCC has the deciding vote in scholar selection.
3. Ensure all IRS regulations are adhered to during the application and evaluation process.
4. Announce the recipients after they have been notified by CFCC of the award and have completed and signed a Bentley Village Foundation Release form.
5. Work with CFCC and BV HR to disseminate scholarship publicity materials to employees and their dependents. All communication to Bentley employees comes from either BV HR or CFCC – not from the Bentley Foundation Scholarship Committee.
6. Forward all questions from scholars/donors to CFCC and/or BV HR. Any questions the Bentley Village Foundation Committee receives from employees or their dependents about their scholarship status are forwarded to CFCC through the Chair.
7. Keep track of Committee member volunteer hours and report to the Foundation Secretary quarterly.
8. Chair will prepare a Scholarship Committee report for each board session detailing the activities and accomplishments of the Committee. Also present any action items or requests that require Bentley Foundation Board approval.
9. Chair will prepare an Annual Report for the Bentley Village Foundation's Annual Meeting (typically held each February) summarizing the previous year's activities and accomplishments.
10. Work closely with CFCC as they communicate with scholarship applicants and awardees. CFCC will manage all scholarship funds and will stay in contact with scholars for renewals. They can also provide tutorials in-person or by video to assist the employees/dependents prepare their applications.
11. Work closely with the Board Trustees on subcommittees such as Public Relations and
12. Participate in annual strategic planning sessions to provide forward direction for the Scholarship Program.
13. Prepare an annual budget and present it to the Board of Trustees.
14. Provide input for improvements to the overall program as needed.

Scholarship Committee Goals

2022

1. Recruit 3 committee members who can fulfill the needed role of evaluating scholar applications – focus on computer skills and leadership skills.
2. Recruit a committee member with accounting skills.
3. Develop committee members who can take over the Chair position as chair terms end. Have at least one ready replacement annually.
4. Prepare an annual budget for the Scholarship Program.
5. Provide annual checkpoints to the Board of Trustees on progress.
6. Collaborate with the Development and Finance Committees to establish a Scholarship Fund Endowment.

Special Programs Committee

Statement of Purpose

The Special Programs Committee shall assist the Board of Directors in fulfilling its oversight responsibilities related to Special Programs. The Special Programs Committee, a permanent committee of the Board of Trustees, recommends and oversees activities that support, encourage, develop, and implement activities, projects and programs that foster and maintain autonomy, independence, and active and satisfying engagement with others and develop and maintain optimal mental, intellectual, cultural, and physical well-being and functioning of the residents of VI at Bentley Village and within the greater southwestern Florida community.

Authority

The Committee is committee as established under Article IV of the Bylaws.

The Committee may not make decisions on behalf of the Board. The Committee's role is to review matters within its scope, provide recommendations to the Board, carry out Board decisions, and serve as a resource for management.

Membership

1. Trustees and non-trustees may be members of the Committee.
2. The Chair will be designated by the Board to serve a one-year term renewable on an annual basis. Committee Chairs shall be members of the Foundation Board and the Operations Committee.

Operations

1. The Committee will meet with such frequency as it may determine. The Chair of the Committee or a designee will preside over Committee meetings.
2. The Committee will report its activities to the Board on a regular basis. The Foundation President and Vice President may attend all Committee meetings at their discretion.
3. The Committee may invite any non-Committee member to attend meetings or meet with Committee members including consultants.
4. The Committee will review the job functions periodically and recommend any proposed changes to the Executive/Governance Committee for review.

Functions

1. Recommend and develop new programs, activities and events to meet the mission.
2. Develop and oversee sub-committees to implement selected initiatives, where needed.
3. Monitor and assess existing programs and recommend changes and enhancements.
4. Facilitate discussions about program priorities.
5. Serve as a liaison between sponsors of programs and the Foundation.
6. Promote the Special Programs in the community.
7. Create and implement with Public Relations Committee marketing plans programs.
8. Recruit honorary hosts and/or emcees for programs, if needed.
9. Prepare and present proposed annual budget to Executive Committee.
10. Prepare and manage an annual Special Programs calendar.
11. Maintain an active and positive relationship with other organizations with similar missions and goals.
12. Propose an annual budget to fund the Special Projects for approval by the Board of Trustees.
13. Coordinate Committee programs.
14. Search for and engage external resources to provide such programs.
15. Coordinate and calendar all events held on the Vi at Bentley Village campus with the appropriate Vi Lifestyle Departments.
16. Coordinate and calendar all events held on the Vi at Bentley Village campus with the appropriate Vi Lifestyle Departments.
17. Share events and programs with other non-profit groups and agencies with similar target populations and goals.
18. Invite audience members from Naples Senior Center and similar organizations to attend programs on the VI campus, where possible with Vi policy.
19. Provide ready access to art supplies and materials for participant use in Art Therapy programs and projects.
20. Continue support of the Renaissance Academy.
21. Collaborate with Vi Lifestyles departments to support music therapies and musical, educational, cultural and artistic events appealing to seniors and easily available to people in supported environments.
22. Identify opportunities for internships with local schools, particularly trade schools, to increase contact and sharing of information and experience between generations.

Special Programs Committee Goals and Objectives

2022-24

The Special Programs Committee focus will be on emerging needs and offering opportunities to:

1. Identify and offer opportunities for education, support and activities to assist the community to be safe, healthy, and engaged and to make use of health services, support systems, community resources, and programs that prevent or minimize decline and disease especially in regard to mental decline, dementia and Alzheimer's disease and inclusive of vital participation with support systems- family, friends and the community.
2. Identify and offer opportunities to enhance the use of cultural arts within the community with emphasis on expanded use of music and other cultural arts, both therapeutically and to enhance cultural, recreational, and aesthetic life of the community.
3. Place primary focus on the areas of "Memory and Music", Memory Therapy, and Mindfulness. These areas offer proved efficacy in improving quality of life in elderly populations and value in offering preventive, rehabilitative or palliative care to the portion of the population who suffer from or are at-risk to develop disabling brain diseases like dementia, Alzheimer's, and other cognitive disorders.

Objectives for "Memory and Music"

1. Committee will create or select for funding, programs which combine interventions proven to help participants maintain or restore their health, as well as help them recall memories and fight depression and cognitive decline.
2. Criteria for selection of programs will be based on the accepted studies that demonstrated that music is widely distributed throughout the brain, but locally specialized. Programs will be offered that offer opportunities for use of the following interventions.
 - a. Rhythm which improves, maintains and redirects motor function.
 - b. Singing and toning which help restore speech.
 - c. Music to induce sleep and ease mental distress and agitation.
 - d. Music, activities, particularly those with personally meaningful or emotive music, to improve the neuroplasticity on the brain allowing people to change and adapt to new experiences.
 - e. Music to strengthen rehabilitative processes regardless of the underlying disease.
 - f. Music-related activities help balance to prevent falls, maintain cognition, and assist with pain management.

Objectives for “Memory and Music” (continued...)

3. Selected programs and activities offered will include:
 - a. Listening to music individually and with others
 - b. Dancing and exercising to music
 - c. Performing music – singing, drumming, and playing instruments alone and in groups
 - d. Participating in sing-alongs, karaoke, and music challenges
 - e. Learning and experiencing new music and receiving music appreciation training

4. Present at least twelve such programs annually including the following:
 - a. Offer four high quality music or other interactive programs annually
 - b. Collaborate with Lifestyles and the Art Therapy program in the ALR to promote Healthy Aging through the cultural arts.
 - c. Offer at least four high-quality musical events.
 - d. Offer at least one community-wide program educational program about therapeutic use of music
 - e. Offer at least two projects for Healthy Aging focused on Memory and Music and other cultural arts while increasing opportunities for interaction across generations
 - f. Collaborate with the Bower School of Music at FGCU and Bentley Village’s Lifestyles department to offer music students the opportunity to perform at events hosted by the Foundation and to interact with their audiences.
 - g. Identify and collaborate with other non-profits servicing the target population to increase their use of music, mindfulness and memory programs and make resources available.
 - h. Offer two informal participative events like sing-along s monthly to IL residents, ALR residents and in “to-be-identified” other senior venues.
 - i. Identify three additional senior community sites for similar programs
 - j. Support performance groups on and off campus

Objectives for Music Therapy

1. Provide music therapy as identified in the Older Americans Act of 1992 as” the use of musical or rhythmic interventions specifically selected by a music therapist to accomplish the restoration, maintenance, or improvement of social or emotional functioning, mental processing, or physical health of an older individual”.

Objectives for Music Therapy (continued...)

2. Use music therapy to engage with participants in the later stages of dementia.
3. Music therapy can help to recall memories, reduce agitation, assist communication and improve physical coordination
4. Redevelop the music therapy program that was in place prior to the COVID pandemic.
5. Encompass activities from “Memory and Music” where practicable
6. Include individually tailored playlists for monitored and supported participation.
7. Utilize techniques which recall memories, reduce agitation, assist communication and improve physical coordination.

Objectives for Mindfulness

1. Collaborate with Lifestyles to offer at least two mindfulness series to IL and ALR residents. Focus at least one on recovery from COVID isolation.
2. Identify other senior programs interested in such programs and provide the services
3. Contract with Angela Tarquini Sanders and/or Madeline Ebelini to deliver such programs and collaborate on development. Through the following activities:
 - a. Assist participants to acquire and utilize “Mindfulness” as discipline to maintain moment-by-moment awareness of thoughts, feelings, bodily sensations, and surrounding the environment, through a gentle, nurturing lens.
 - b. Provide opportunities for participants to practice Mindfulness in a manner that involves acceptance, that is, paying attention to thoughts and feelings without judging
 - c. When practicing Mindfulness thoughts, tune into what is being sensed the present moment rather than rehashing the past or imagining the future.
 - d. Offer opportunities for participants to learn and practice breathing methods, guided imagery, and other practices to relax the body and mind and help reduce stress
 - e. Offer Mindfulness training to caregivers and to those experiencing grief, loss, and life change to reduce these negative and potentially debilitating situations common to seniors.

APPENDIX I - 2022-2024 STRATEGIC PLANNING PARTICIPANTS

2021 Board of Trustees

Brian Hitch, President
Tom Lynch, Vice President
Diane McNulty, Treasurer
Sue Goodwin, Secretary
Diane Halas, President Emeritus
Cynthia Carlson
Paul Ciccarelli
Marcia Courtney
Susan Lake
Patricia Smart
Paul Theado
Sanda Turner
Scott Wollaston

2022 Board of Trustees

Tom Lynch, President
Wayne Antworth, Vice President
John Trimble, Treasurer
Sue Goodwin Secretary
Cynthia Carlson
Paul Ciccarelli
William Grafstrom
Diane Halas, President Emeritus
Susan Lake
Sue Leonard
Barbara Mohajery
Patricia Smart
Sandra Turner

2021 Strategic Planning Committee Members

2021 Trustees (named above); **Wayne Antworth** , Strategic Planning Coordinator; **Ramona McNicholas**, past Trustee and past Chair of the Scholarship Committee; **Karen Rosenstein** past founding Trustee, past Foundation Secretary and DonorPerfect Administrator. and **Bob Juster**

Planning guidance provided by Soukup Strategic Solutions: Sheryl Soukup, President.

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2022 Committee Chairs

Executive/Governance Committee	Tom Lynch
Operations Committee	Tom Lynch
Development Committee	Wayne Antworth
Finance Committee	John Trimble
Public Relations Committee	William Grafstrom
Scholarship Committee	Susan Lake
Special Programs Committee	Barbara Mohajery/Diane Halas